

there will be those that say we cut too much. Some will say we didn't raise enough money. Some will say we've raised too much. And then some will say you shouldn't spend any new money.

But remember what I said: A country now is like a big company in the global economy. If you don't invest in the right things, you don't grow. So we not only have to reduce this deficit; we've got to turn our spending priorities on their head. We've got to invest more and consume less so the country can grow, just like you want this company to grow.

I believe with all my heart that the years ahead can still be the best years this country ever had. But you know what you're going through now. Just look at it. We are living in a world where change is the law of life, where the average 18-year-old will change work eight times in a lifetime. And we will be judged harshly by our children if we permit the kinds of things to go on that are happening today, which make change our enemy and not our friend.

My whole goal in this economic program is to try to change the priorities of this country so people can pursue what the Founding Fathers wanted, life, liberty, the pursuit of happiness, by making change our friend. I can't promise you and no politician can, to repeal the laws of global competition. I can't promise you that you won't have to work not only harder but smarter than ever before. Nobody can do that.

But I think you know that your Government has been inadequate to the task of preparing you to win if you play by the rules, if you do your part, if you're highly productive. That's my job. That's what this plan's designed to do. I hope you will support it. I think it will secure the American dream for you and your children.

Thank you very much, and God bless you all.

[At this point, the President was presented a gift.]

Thank you.

I want to say two things. First of all, it was very diplomatic of you not to give me a bigger shirt than you gave Vice President Gore. *[Laughter]* And secondly, I don't think

anyone who sees me running in this will really believe I'm about to fly. *[Laughter]* But I will wear it and enjoy it every day.

Thank you very much.

NOTE: The President spoke at 2:02 p.m. in Hangar 40-23 at Boeing. In his remarks, he referred to Frank Schrontz, president and chief executive officer of Boeing.

Announcement of Nomination for 21 Sub-Cabinet Posts

February 22, 1993

President Clinton today announced his nomination of an Under Secretary of Policy at the Department of Defense along with his intention to nominate 20 other men and women for sub-Cabinet posts in the Departments of Defense, Energy, Health and Human Services, Interior, Labor, and Treasury.

The list of those individuals announced today follows:

Department of Defense

John Deutch, Under Secretary for Acquisition

Frank Wisner, Under Secretary for Policy (nominated)

Department of Energy

Thomas P. Grumbly, Assistant Secretary for Environmental Restoration and Management

Susan Fallows Tierney, Assistant Secretary for Domestic and International Energy Policy

Department of Health and Human Services

Walter Broadnax, Deputy Secretary

David Ellwood, Assistant Secretary for Planning and Evaluation

Jerry Klepner, Assistant Secretary for Legislation

Avis LaVelle, Assistant Secretary for Public Affairs

Harriet Raab, General Counsel

Fernando Torres-Gil, Commissioner on Aging

Department of the Interior

Robert Armstrong, Assistant Secretary for
Land and Mineral Management
Jim Baca, Director, Bureau of Land Man-
agement
Bonnie Cohen, Assistant Secretary for Pol-
icy, Management and Budget
George Frampton, Assistant Secretary for
Fish and Wildlife and Parks
John Leshy, Solicitor
Elizabeth Rieke, Assistant Secretary for
Water and Science
Leslie Turner, Assistant Secretary for Ter-
ritorial and International Affairs

Department of Labor

Geri Palast, Assistant Secretary for Con-
gressional and Intergovernmental Rela-
tions
Thomas Williamson, Jr., Solicitor

Department of the Treasury

Peggy Richardson, Commissioner of the
Internal Revenue Service
Jeffrey Shafer, Assistant Secretary for
International Affairs

**Remarks to the National Business
Action Rally of the U.S. Chamber of
Commerce**

February 23, 1993

Thank you very much. Chairman Gorr, President Leshy, Vice Chairman Marcil, ladies and gentlemen, I thank you for that warm welcome. And I welcome you to your Nation's Capital and to this magnificent old hall.

I was glad to be here early enough to hear at least some of the Marine Band warming you up. That should put us all in a better frame of mind.

I thank you all for your concern for your country and for the contribution you make every year and every day to make America work. I want to say a special word of appreciation for the people from my native State who even hung a sign up there so I could find them.

As you know, if you've been following the news, I have been out on the road discussing with the American people the economic plan

I have presented to the Congress. Yesterday I had a particularly amazing day, seeing everything that is best about our economy and some of the most profound challenges we face. I began at an interesting firm called Silicon Graphics in California's Silicon Valley, where I spent a goodly amount of time visiting with the employees and watching what they do.

The Vice President and I went there to outline our technology policy. But afterward we just talked to the employees and listened to them. I was amazed to see that this company, as so many others in this country, has really succeeded in making the changes going on in our world friendly to the company, its employees, its owners, and its customers, not the enemy. As I have said so many times across this country, I think one of my primary jobs as President now is to try to figure out a way to make these turning changes in the global environment our friend and not our enemy.

Silicon Graphics have unleashed the creative energy of their most talented people. They've made a strength of the diversity that is so prominent throughout the State of California. They reduced bureaucracy to make it virtually nonexistent, pushed decisions down to the lowest level, and succeeded in creating products that are displaced every 12 to 18 months with their own products.

Then I flew up to Washington to meet with the employees at the Boeing Corporation, our Nation's largest exporter, a company that, as you know, is in some trouble now. It just announced 23,000 layoffs. And after I met with several thousand of the employees there, I had an hour private meeting with the heads of all the major American airplane companies: with Boeing, then with McDonnell-Douglas, with Pratt-Whitney, those who manufacture the airplanes and the component parts that are an important part of our economy.

They're facing some very tough competition. They have some structural problems in the market here, and I think have been subjected to some fairly unfair competition abroad, principally from airbus, a consortium of European efforts that has benefited from